

Table 1. Survey Demographic by Position

	Numbers	%
Partner	19	2
Manager	238	20
Staff	843	71
Other	80	7
Total	1180	100

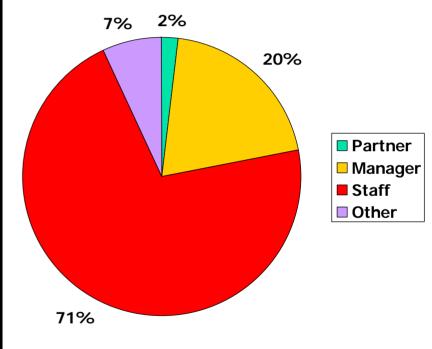




Table 2. Geographic vs. Position

	Partner	Manager	Staff	Other	Total
Mid-Atlantic	4	30	91	5	130
Midwest	2	22	125	10	159
Northeast	8	76	248	23	355
Northwest	0	10	31	2	43
Southeast	1	52	232	22	307
Southwest	4	35	97	7	143
Other	0	13	19	11	43
Total	19	238	843	80	1180

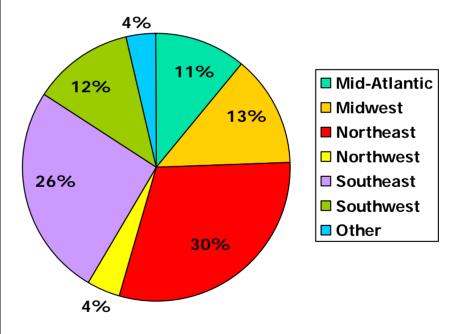




Table 3. Survey Demographic by Gender

	Number	%
Female	681	58
Male	492	42

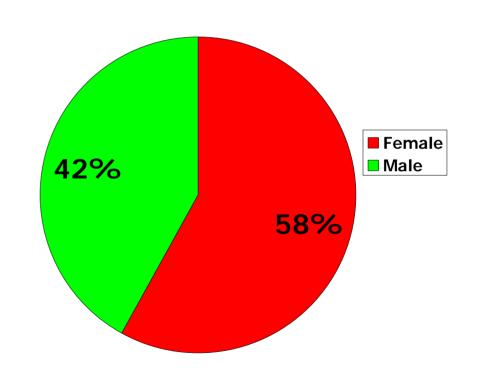


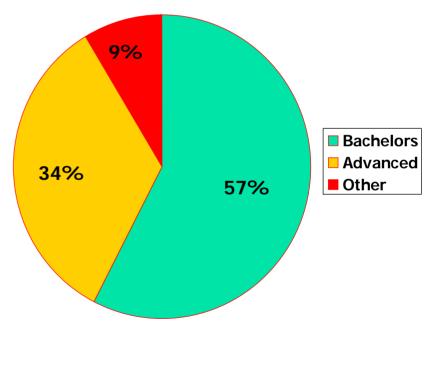
Table 4. Survey Demographic by Service Line

	Assurance	Tax	Other	Total
Partner	11	4	4	19
Manager	131	45	62	238
Staff	610	182	51	843
Other	22	16	42	80
Total	752 (64%)	231 (20%)	117 (16%)	1180



Table 5. Survey Demographic by Degree

	Number	%
Bachelors	677	57
Advanced	402	34
Other*	101	9



^{*} Primarily Technical Degrees



Table 6. HBCU vs. Non-HBCU

	Population	Partner	Manager	Staff
HBCU	22%	16%	23%	22%
Non-HBCU	69%	74%	68%	71%
Overseas Universities	7%	10%	8%	6%

Table 7. My college education adequately prepared me for entry into the accounting profession.

	Agree		
	HBCU	Non- HBCU	
Partner	67%	79%	
Manager	71%	73%	
Staff	79%	76%	

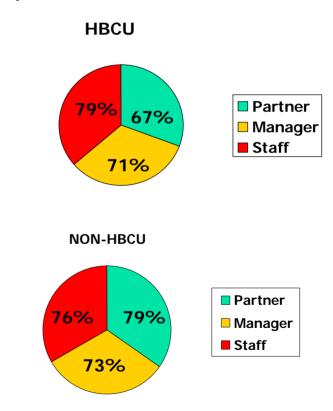




Table 8. % of CPA in Assurance

	CPA	Non-CPA	Total
1 - 2 yrs	15%	85%	312
2 - 3 yrs	24%	75%	242
3 - 4 yrs	38%	60%	62
4 - 5 yrs	36%	64%	55
Total	149	522	671



Table 9. Number of Years with Current Employers

Employed Less than 1 Year	36%
Employed 1-3 Years	29%
Employed 3-5 Years	17%
Employed more than 5 Years	18%

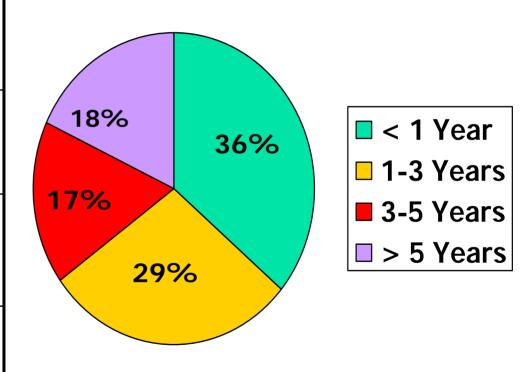




Table 10. Skills in Which You Wish You Were Better Prepared

- Networking
- Technical
 - Tax
 - Computer
 - Specializations
 - Analytical
- Writing Skills
- Communication Skills
- Interpersonal (People) Skills
- Time Management
- Organizational
- Race Relations



Table 11. In my current work environment, I feel accepted and welcomed by my colleagues.

	Agree	Neutral	Disagree
Partners	95%	5%	0%
Managers	83%	12%	4%
Staff	73%	18%	9%



Table 12. I believe that it is OK to make mistakes and learn from them as I grow in my career.

	Agree	Neutral	Disagree
Partners	84%	11%	5%
Managers	86%	8%	6%
Staff	88%	6%	6%

Table 13. To advance in my career, I find it more advantageous to associate with members of ethnic groups different from my own.

	Agree	Neutral	Disagree
Partners	84%	5%	11%
Managers	63%	21%	13%
Staff	67%	20%	11%



Table 14. I believe that my approach to work needs to be different from that of my colleagues.

	Agree	Neutral	Disagree
Partners	53%	26%	21%
Managers	68%	13%	18%
Staff	60%	18%	21%



Table 15. Belonging to the 'right' social network is the most critical factor in career advancement in my current work environment.

	Agree	Neutral	Disagree
Partners	47%	21%	32%
Managers	63%	20%	16%
Staff	67%	18%	14%



Table 16. I have succeeded in establishing strong social networks in the work place.

	Agree	Neutral	Disagree
Partners	68%	16%	5%
Managers	64%	22%	13%
Staff	48%	30%	20%



Table 17. In my current work environment, I have access to the social networks most important to my career advancement.

	Agree	Neutral	Disagree
Partners	79%	16%	0%
Managers	64%	20%	15%
Staff	57%	24%	17%



Table 18. In my current work environment, I am often given high profile and challenging job assignments.

	Agree	Neutral	Disagree
Partners	79%	5%	11%
Managers	75%	13%	12%
Staff	58%	23%	18%

Table 19. I have found that counterparts with less technical competence or experience than I, have been given more high profile/challenging job assignments.

	Agree	Neutral	Disagree
Partners	37%	21%	37%
Managers	34%	27%	37%
Staff	31%	25%	41%



Table 20. My career has benefited from a fruitful mentoring relationship in my current work environment.

	Agree	Neutral	Disagree
Partners	90%	0%	5%
Managers	58%	15%	24%
Staff	42%	22%	32%

Table 21. The most fruitful mentoring relationships in which I have been involved have been outside of my current work environment.

	Agree	Neutral	Disagree
Partners	21%	16%	58%
Managers	47%	20%	28%
Staff	56%	19%	19%

Table 22. Which of the following factors contributed to your success in your current work environment?

Partner	Manager	Staff
Competence	Competence	Competence
Self Confidence	Self Confidence	Self Confidence
Setting Own Expectation	Setting Own Expectation	Setting Own Expectation
Receiving Top Assignment	Family Support	Soft Skills Training
Family Support	Soft Skills Training	My College Education
Soft Skills Training	Receiving Top Assignment	Family Support

Table 23. How many ranked as extremely important or very important?

	Partner	Manager	Staff
Strong technical skills	100%	82%	74%
Strong Communication Skills	100%	89%	86%
Strong Interpersonal Skills	100%	85%	84%
Assimilation into Corporate Culture	84%	81%	76%
Strong Practice Development Skills	79%	61%	66%
Gaining access to the "right networks"	74%	67%	74%
Involvement in social activities with business colleagues	37%	47%	56%

Table 24. Top Three Greatest Challenges to Your Success

Partner	Manager	Staff
1. Keeping up with technical developments	Navigating corporate politics	Navigating corporate politics
2. Managing the demands of work	2. Balancing Work-Home demands	2. Balancing Work-Home demands
2. Balancing Work-Home demands	3. Establishing credibility	3. Establishing credibility
2. Getting challenging assignments	4. Managing the demands of work	4. Managing the demands of work
3. Navigating corporate politics	5. Keeping up with technical developments	5. Assimilating into corporate culture
4. Establishing credibility	6. Assimilating into corporate culture	6. Keeping up with technical developments
5. Assimilating into corporate culture	7. Getting challenging assignments	7. Getting challenging assignments

Table 25. Is the sector in which you spent most of your time a core sector of the firm?

	Yes	No
Partner	90%	5%
Manager	85%	11%
Staff	78%	16%



Table 26. Would someone currently or previously employed in your firm consider you a mentor?

	Yes	No
Partner	95%	5%
Manager	90%	9%
Staff	56%	42%